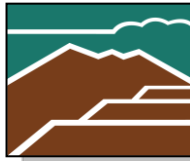


# JUSTICE 2030

CHARTING A COURSE FOR COCONINO COUNTY COURTS



## **Justice 2030: Court-Community Strategic Planning Retreat**

November 4, 2010

### **Final Report**

Presented and Produced by:

Coconino County Courts  
Coconino County, Arizona

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## ACKNOWLEDGMENTS

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The Courts thank the State Justice Institute for providing grant funds that supported this important planning effort.

The Courts are indebted to our many partners, community members, judicial officers, and court staff who graciously gave of their time and participated in the Justice 2030 Planning Retreat. We also thank everyone who completed the pre-conference survey. Your participation and input are much appreciated and will be useful in making future improvements to the Coconino County Courts. (See Attachment A for a list of Justice 2030 attendees.)

The Courts also thank Dr. Brenda J. Wagenknecht-Ivey, President of PRAXIS Consulting, Inc., who helped plan this event, conducted and analyzed the pre-conference survey, and facilitated the planning retreat. Her assistance and expertise were invaluable to making this a successful event that will benefit the Coconino Courts in the upcoming years.

We also owe a debt of gratitude to the small group facilitators for their dedication to the Arizona Courts and assistance in making the Justice 2030 Planning Retreat a success. Their ability to lead the small groups and capture the ideas of retreat participants is acknowledged and appreciated. (See Attachment B for a list of small group facilitators.)

Finally, the Courts extend a special thank you and commendation to the members of the Management Team for their continued commitment to the future of the Coconino County Courts and leadership in making the Justice 2030 Retreat a reality. Thanks also to Project Managers Christi Wenstrom and Blake Schritter for their efforts in planning this retreat. Your commitment to long-term planning and dedication to making our Courts better for the people of Coconino County are recognized and appreciated. (Attachment C includes a list of Management Team members.)



State  
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## **Section 1: Introduction and Overview**

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The Coconino County Courts (Courts) have embraced and institutionalized visioning and long-range strategic planning over the past decade. Court-Community Planning Retreats in 1999-2000, 2005, and again in 2010 have been instrumental in helping the Courts define a future direction and priorities for improving justice services. The ideas and suggestions provided at these retreats are reflected in the Courts' five year strategic and operational plans, which are implemented and monitored by the Courts' leadership team.

Since Justice 2020, held in 1999 and 2000, the Courts have completed many strategic projects. Several examples of projects completed over the past five years include: (1) the Clerk of the Superior Court has implemented a new automated case management system; (2) Adult Probation is now using evidence-based practices; (3) the Flagstaff Municipal Court has implemented a Mental Health Court; and (4) the Superior Court has implemented an Integrated Family Court. (Refer to Attachment D for a comprehensive list of strategic projects accomplished since 2000.)

Justice 2030, a third court-community strategic planning retreat for the Coconino County Courts, was held on November 4, 2010. The purpose of this day-long meeting was to gather information from attendees that will help the Courts update their Strategic Plan and, ultimately, develop a short-term, strategic action agenda for improving justice services across the County.

Approximately 125 community leaders, justice system partners, elected officials, professors, judicial officers, and court staff attended the Justice 2030 Planning Retreat, which was facilitated by Dr. Brenda Wagenknecht-Ivey of PRAXIS Consulting, Inc. (located in Denver, Colorado). The objectives of Justice 2030 were as follows:

1. Develop several future scenarios (based on the many trends affecting the Courts) describing what the future might look like;
2. Identify the most significant effects of the trends on the Courts; and
3. Develop a list of recommended and prioritized, future strategic projects for the Courts.

This Report summarizes the Justice 2030 Planning Retreat. Section 2 presents an overview of the most significant trends affecting the Courts, one future scenario based on trends, and what the trends might mean for the Courts in the future. Section 3 presents the list of recommended, high priority projects for the Courts in the next five years.

The Courts' leadership will use this information to revise the Courts' Strategic Plan and identify future, strategic projects. Implementation of the final, updated Strategic Plan and action agenda (i.e., strategic projects) will begin in 2011.

## **Section 2: Trends, Future Scenario, and Implications for the Courts**

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When planning for the long-term, it is vitally important to consider trends and possible future scenarios. Ultimately, this analysis helps to anticipate the future effects on the Courts, which can be addressed proactively in the Courts' revised Strategic Plan and Action Agenda. In short, the Courts can shape a more positive future by anticipating and proactively responding to the many trends that will impact them.

### **Trends**

There are many trends affecting the Courts. For example, a variety of social, economic, technological, policy and political, and justice system trends interact simultaneously to create many pressures on, and opportunities for, the Courts. Some of the most significant trends affecting the Courts in the future are as follows. (Refer to Attachment E for more detailed information about trends.)

#### **Social Trends**

1. **Increase in Population.** The population of Coconino County increased 20 percent from 1990 to 2000 (from 96,591 to 116,320) and 22 percent from 2000 to 2010 (from 116,320 to 141,457). Although the County's population is projected to increase to 173,829 by 2030, a 23 percent increase from 2010, the rate of growth is expected to slow down over the next two decades.
2. **Increase in Diversity.** Coconino County's population is becoming increasingly diverse, although it remains predominantly white. Native American and Hispanic are the largest minority racial/ethnic groups in Coconino County.
3. **Aging Population.** While the population generally is aging due to the baby boomer generation, the population of Coconino County is younger than that of Arizona. Coconino County's median age in 2008 was 29.6 compared to the median age for the State of Arizona, which was 34.2. (Note: median age represents the center – midpoint – value of age; it means that one-half of the population is older and one-half is younger than the median age.)

#### **Economic Trends**

4. **Rising Median Household Income.** Like the State of Arizona, the median household income of Coconino County has continued to increase over the past two decades. It increased 47 percent between 1990 and 2000 (from \$26,112 to \$38,256) and 30 percent between 2000 and 2008 (to \$49,611). (Note: median household income represents the mid-point of household income, where one-half of households are above and one-half are below the median value).
5. **Unemployment Rate.** Coconino County's unemployment rate increased from 4.5 to 9.3 percent between 2000 and 2010. The unemployment rates for the United States

for the same years were 4.0 and 9.7 percent, and for Arizona, were 4.2 and 9.2 percent.

6. Percent of Individuals Living in Poverty. In 2008, 16.4 percent of people living in Coconino County were living in poverty. During the same year, 14.7 percent of individuals living in the state of Arizona were living in poverty.
7. Industries/Commerce in Coconino County. Many technological and science-based industries have located to the Flagstaff area creating strong tourist, governmental, educational, and transportation sectors that have replaced the lumber, ranching, and railroad industries of earlier decades. In addition, with the presence of Nestle Purina, W.L. Gore, Southwest Wind Power, and many other technological and eco-friendly resource management industries, Coconino County has become a center of commerce in Northern Arizona. Finally, Northern Arizona University is one of the largest employment sectors in Coconino County, employing an average of 3,393 individuals each year. Flagstaff Medical Center employs approximately 1,999, and Coconino County averages at about 1,075 individuals in staff.

#### Technological Trends

8. The wireless revolution.
9. An explosion in telecommunications and information technology.
10. Growing need for networking and sharing of information.
11. Increase in the use of the Internet.
12. Increase in use of social media to share/get information.
13. Greater expectations for being able to access information and do business with the courts from remote locations (e.g., e-filing; pay fines, fees, restitution; video conferencing).
14. Greater demands for service 24 hours a day, 7 days a week (24X7).
15. Increase in distance learning.

#### Policy/Political Trends

16. Changing expectations for government solutions (e.g., a desire for smaller government but increasing public expectation that courts will solve society's problems).
17. Increasing polarization among the major political parties.
18. Increased scrutiny on how public tax dollars are spent.
19. Continuing debate on bailing out organizations suffering from economic downturn (e.g., airlines, banks/financial institutions, automobile companies).
20. Continuing debate over health care reform – what does it really mean; what impact will it really have?
21. Increasing politicization of the judiciary and/or attacks on judicial independence.
22. Increase in legislation for specific crimes.
23. Increase in unfunded mandates.

## National Justice System Trends

24. Increasing numbers, and changing composition, of court users (e.g., more non-English speaking, elderly, and self-represented).
25. Increasing and changing caseloads/workloads (e.g., increase in some types of cases, increasing demand for greater customer service and assistance, more complex cases, more fee waiver requests, more inability to pay/defaults).
26. Declining budgets/funding at both the state and local levels.
27. Increasing number of litigants with mental health and/or addiction problems.
28. Increase in the use of alternative dispute resolution (e.g. mediation, arbitration).
29. Increasing need/demand for the use of technology to enhance access and allow for doing business remotely/electronically (e.g., e-filing, online payments, video arraignments/hearings, access to case information, access to information via the Internet/website).
30. Declining court infrastructure (e.g., facilities, technology, equipment, security).

## Caseload Trends – Coconino County

31. Superior Court filings are increasing slightly due to an increase in civil and domestic relations filings.
32. Justice Court filings remain constant with criminal and civil traffic cases representing the majority of case filings.
33. Municipal Court filings are consistently increasing with civil traffic and misdemeanor cases representing the majority of case filings.

## Future Scenario

Justice 2030 attendees discussed possible future scenarios and their effects on the Courts. Specifically, after a brief presentation on trends, attendees moved into pre-assigned small groups to: (1) create a plausible future scenario based on the trends and emerging issues, and (2) identify the most significant effects on the Courts in the future. In sum, attendees described what they believed the future will look like in 2030 and discussed what it all would mean for the Courts.

There could be many different future scenarios. Below is one plausible 2030 scenario, developed from the discussions of all of the small groups.

Scenario: In 2030, Coconino County’s population is larger, older, and more diverse. Although people are living longer and healthier lives, there is a greater need for many social, community, and health services. Greater socio-economic disparities also exist. There is a bigger gap between the haves and have-nots. Fewer people are in the middle class; many, but not all, have access to technological innovations; and many, but not all, have access to a better education.

Society in general is more environmentally conscious and eco-friendly. “Green” and other sustainability efforts are prevalent. However, global warming and water issues persist.

New technology is everywhere; people are living an e-life (i.e., life in an electronic world). People are increasingly socially inept. Face-to-face communication has diminished. Everyone and everything are virtual; work, commerce, and socializing are done online and through electronics. People are accustomed to instantaneous access and services. We have become a global society reshaped by technology. Consequently, a digital divide is present.

New types of legal issues are emerging. Privacy rights, identity theft, end-of-life issues, electronic stalking, online sex crimes, genetic altering, and cyber security are a few examples. In addition, some offenses have been decriminalized (e.g., marijuana, substance abuse) and other quasi-legal processes are in place to deal with lower-level, quality of life issues (e.g., barking dogs). Finally, many legal issues are increasingly complex (e.g., multi-party, multi-issue), requiring attorneys, judicial officers, and staff to have new knowledge and skills.

The community continues to need more intervention, diversion, treatment, alternative sentencing, and rehabilitation programs for children, families, and adults to contain costs, achieve better outcomes, and keep the community safe. Through greater collaboration and innovative court-community partnerships, new programs are emerging to meet the growing needs.

The legal profession also is changing. The cost of representation is continuing to increase, and thus, fewer people can afford legal representation. And, there is a scarcity of attorneys in public service. Public and private attorneys are having to reengineer their services to adapt to the changing world and needs of litigants (e.g., using technology, unbundling services) so they can continue to provide excellent and much needed legal representation to those in need.

The Courts, too, are revolutionizing their services. In 2030, they are more nimble, accessible, technologically-advanced, cost effective, culturally sensitive, and transparent. More services are available electronically, online, and throughout the County, costs are contained, cases are being resolved in a timely and fair manner, and they are able to respond quickly to emerging issues and needs (e.g., language and technology assistance). In addition, they are implementing effective, evidence-based programs and other innovative practices for quickly and fairly resolving disputes (e.g., alternative dispute resolution). Facilities and court security at last have been improved. Each court location looks professional and is safe, which enhances the public's trust and confidence in the Courts.

### **Most Significant Implications (of Trends) on the Courts**

Indeed, the trends noted above will significantly affect the Courts in the future. In fact, the effects of these trends are being felt now by the Courts. Below are a few of the most significant implications on the Courts as noted by Justice 2030 attendees.



1. The Courts must continue to implement and use existing, new, and emerging technologies to improve access, enhance services, and improve efficiency.
2. The Courts must work to improve access and court services (e.g., equal access and timely and fair justice) to all people in all locations of the County.
3. Courts or dockets that address special needs will be needed in the future (e.g., mental health, domestic violence).
4. More prevention, diversion, treatment, and rehabilitative services and programs will be needed for juveniles, families, and adults. More innovative, effective, and lower costs solutions will be needed in the future.
5. The Courts (e.g., structure and operations) must be flexible and able to respond quickly to changing needs and emerging issues. Customer service must be continuously improved. The human factor must never be lost.
6. Continued collaboration with justice system partners, local and state leaders, and tribal and local communities will be needed in the future. New public-private partnerships will be necessary to respond to the needs of the community. There will be a continuing need for outreach and public education.
7. New types of legal matters will emerge, and new and improved ways of doing work/court business will be expected. The role of judges will continue to evolve and change in the future. Judges and court staff will need new skills and knowledge to be able to succeed in the new and ever-changing environment.
8. The Courts' infrastructure (e.g., facilities, security) will continue to erode and suffer unless aggressive steps are taken soon. The public's trust and confidence in the Courts will be adversely affected by inadequate court facilities.
9. Diminished resources and fiscal pressures will likely continue. The Courts will have to make difficult choices about what they can/cannot do given the current funding levels.

### Section 3: Recommended, High Priority Strategic Projects

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In 1999-2000, the Courts identified five strategic performance areas/goals. The five goals reflect strategic areas that the Courts must address over the long-term to fulfill their mission and achieve their vision of the future. The five strategic performance areas and a brief description are as follows.

Five Strategic Performance Areas/Goals	Description
1. Information and Technology	▪ The Courts will maximize the efficient flow of information and interaction among people in the justice process through the use of advanced technology.
2. Structure and Administration	▪ The Courts will promote organizational efficiency in the operation of the Courts and other justice institutions.
3. Quality and Access to Justice	▪ The Courts will ensure all people have access to justice in the resolution of their disputes.
4. Community Outreach and Partnerships	▪ The Courts will foster active partnerships among the Courts, other justice institutions, and the community at large.
5. Facilities and Operations	▪ The Courts will use state-of-the-art facilities and operations to support the delivery of justice.

In the afternoon session of the planning retreat, Justice 2030 attendees were asked to suggest and prioritize strategic projects for the Courts. First, in pre-assigned small groups, attendees were asked to suggest five priority projects in their assigned area (one of the Courts' strategic performance areas noted above). The criteria for suggesting priority projects were as follows:

1. There is a high need.
2. The project will make a significant difference to court users, partners, the community, judges, and/or staff.
3. The project is doable in 3-5 years.
4. There is a high likelihood of success – the project is feasible, will be supported, resources are available.
5. Identify one “quick win” – the project can be accomplished within 6-12 months.

Second, spokespersons from each small group presented their suggested projects to the large group (i.e., all Justice 2030 attendees).

Third, to prioritize the projects suggested by the small groups, all attendees were given colored dots. Each person individually reviewed all of the recommended priority projects and placed a dot next to those projects that they believed were of the highest priority. Attendees were asked to vote for one project in each of the five key areas. Finally, attendees were given a

special colored dot (orange) to vote for the one project that they believed is the highest priority of all projects listed.

The prioritized results (from highest to lowest) for each of the strategic performance areas are presented in the following tables. The dot tallies were computed as follows. Each blue dot was counted as “one” and each orange dot was counted as “two,” giving it additional weight to reflect the highest priority of all. Finally, some projects across strategic areas are similar. They may need to be combined with others and/or moved to the most appropriate strategic area.

### **Strategic Area #1: Information and Technology**

<b>Recommended Projects</b>	<b>Number of Dots (Blue = 1; Orange =2)</b>	<b>Total Points</b>
Electronic Document Management System	33 Blue, 12 Orange	57
Limited Jurisdiction Case Management System	10 Blue, 0 Orange	10
Automate Warrant Process	7 Blue, 1 Orange	9
Expand Integration Systems With All Criminal Justice Entities/Partners	5 Blue, 1 Orange	7
Pre-Adjudication On-Line Plea/Payment System	6 Blue, 0 Orange	6
Automated Call System (Reminders/Notification) to Lessen Non-Compliance	5 Blue, 0 Orange	5
Expanded Video Connectivity	0 Blue, 1 Orange	2
Calendar Display System	2 Blue, 0 Orange	2
“True” Electronic Calendaring Systems (Viewable Via Web) Include Electronic Notification To All Parties Re: Case Events And Jury Notification	2 Blue, 0 Orange	2
E-Filing	1 Blue, 0 Orange	1

### **Strategic Area #2: Structure and Administration**

<b>Recommended Projects</b>	<b>Number of Dots (Blue = 1; Orange =2)</b>	<b>Total Points</b>
Specialty Courts-Especially Mental Health	16 Blue, 16 Orange	48
Online Payments of Civil Traffic Penalties	22 Blue, 3 Orange	28
E-Filing, E-Citation, E-Warrants	20 Blue, 1 Orange	22
Provide For Data Sharing Between Courts, Access By All Courts With Possible Consolidation Of Cases Into One	18 Blue, 0 Orange	18
Information Booth in Superior Court Lobby-Staffed By Students, Volunteers, or Part-Time Staff	10 Blue, 0 Orange	10
Ensure The Public And Court Community Understand And Can Access Technology And The Courts In General	1 Blue, 1 Orange	3
Implement Turbo Court (Intelligent) Forms In Coconino County	1 Blue, 0 Orange	1
Put Retired And Pro Se People Together	1 Blue, 0 Orange	1
Provide For One Stop Delivery Of Service	1 Blue, 0 Orange	1

### Strategic Area #3: Quality and Access to Justice

Recommended Projects	Number of Dots (Blue = 1; Orange =2)	Total Points
Pay Fees And Fines On-Line	25 Blue, 5 Orange	35
Navigators, Native Court Workers And Internet Access/Reservation	13 Blue, 6 Orange	25
Evidence Based Practices/Programs e.g. -Therapeutic, Evaluate Data-What Do We Do That Gets The Results We Want	15 Blue, 3 Orange	21
Bar & Pro Bono Assistance	9 Blue, 3 Orange	15
Services In Outlying Areas; No Longer Requires Traveling To Flagstaff	14 Blue, 0 Orange	14
Construct A New Flagstaff City Court	6 Blue, 4 Orange	14
Implement New CMS, Document Management System, E-File	4 Blue, 0 Orange	4
Increase Remote Access To Courts Via Video And IT	0 Blue, 1 Orange	2
Video Orientation Assistance	2 Blue, 0 Orange	2
Outreach Via Newsletters And Local Press	0 Blue, 0 Orange	0

### Strategic Area #4: Community Outreach and Partnerships

Recommended Projects	Number of Dots (Blue = 1; Orange =2)	Total Points
Evidence-Based Prevention Programs Including Mentoring	31 Blue, 7 Orange	45
Better Use Of Technology - Self-Help Online (e.g. Fines, Information)	20 Blue, 2 Orange	24
Investigate And Implement Information Technology To Enhance Access To The Courts	18 Blue, 0 Orange	18
Drug Court Track For Individuals With Serious Mental Illness	8 Blue, 3 Orange	14
Small Fee To Provide Shuttle Service From Remote Communities To Coconino County For Court, Work, Etc.	4 Blue, 1 Orange	6
Connecting Youth Employment Opportunities In The Court And Employers	3 Blue, 1 Orange	5
Process Flow - Criminal Procedures; Self-Help Tool New Content	4 Blue, 0 Orange	4
Broader Public Relations And Communications; Better Collaboration	2 Blue, 0 Orange	2
Review Laws And Policy - Fine Structure	1 Blue, 0 Orange	1
Community Conversation And Assessment (Focus Groups/Court Survey Data)	0 Blue, 0 Orange	0

## Strategic Area #5: Facilities and Operations

Recommended Projects	Number of Dots (Blue = 1; Orange =2)	Total Points
New City Courthouse And Parking Structure With Shuttle Service, Training Lab, And Break Room	22 Blue, 13 Orange	48
On-Line Payments For All Courts	12 Blue, 14 Orange	40
Increase Bandwidth/Wireless Access In Courtrooms	4 Blue, 11 Orange	26
Information Kiosk In Superior Court Manned-All Courts Information Available	19 Blue, 1 Orange	21
Remodel Page Justice And Municipal Courts, Flagstaff Municipal Court	15 Blue, 2 Orange	19
Create County Wide Mental Health Court	12 Blue, 2 Orange	14
Access And Orientation: Videos, Signage, Self-Guided Tours, Downloadable Applications, Etc.	10 Blue, 0 Orange	10
Increase Security – Installation of Back-Up Generators	4 Blue, 1 Orange	6
Increased Use of E-Services Or Expansion Of On-Line Payments	2 Blue, 0 Orange	2
How To Be More Efficient	0 Blue, 0 Orange	0

## **Section 4: Conclusion**

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Justice 2030 was a success; the purpose and objectives were accomplished. The Courts' leadership team will use the survey results and information gathered at this planning retreat to update the Courts' Strategic Plan and Action Agenda. Implementation will begin in 2011 and continue in subsequent years.

The Management Team will be responsible for implementing the plan – following through on the strategic projects. Team members will monitor progress on the Courts' strategic priorities. They also will communicate progress and accomplishments to others.

The Courts look forward to improving existing and forging new relationships and partnerships in the future with justice system partners and the community. Together, significant changes and improvements are possible.

A gracious “thank you” is extended to all Retreat attendees. The enthusiasm and synergy felt throughout the day contributed significantly to the quality of interaction, dialogue, and ideas generated. Thank you for giving of your time, participating in this event, and for your thoughtful and diverse ideas. The Coconino County Courts will be better in the future because of your participation at this event.

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# Attachment A:

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# **Attachment B:**

## **Small Group Facilitators**

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### **Management Team**

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303.888.7939 (tel)

### **Keynote Speaker**

Honorable Rebecca White Berch  
Arizona Supreme Court Chief Justice  
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## **Attachment D:**

### **Accomplishments of the Coconino County Courts Since 2000**

#### **OUTREACH AND PARTNERSHIPS**

- 1) Implemented various specialty courts (e.g. DUI/Drug Court in Flagstaff, Fredonia, Page; Mental Health Court; Integrated Family Court)
- 2) Explored the implementation of various specialty courts (e.g. Homeless Court; Veterans Court)
- 3) Participated in a national Domestic Violence Court training
- 4) Developed and conducted annual customer service surveys in all courts
- 5) Coordinated and participated in minority town halls
- 6) Participate in the Criminal Justice Coordinating Council
- 7) Worked with local media to highlight various court programs (e.g. DUI/Drug Court; Mental Health Court; ADR; Integrated Family Court)
- 8) Provide diversity training for all court staff
- 9) Encouraged attendance in a non-English skills training to all court staff

#### **FACILITIES AND OPERATIONS**

- 1) Major downtown Flagstaff courthouse renovation
- 2) Implemented courthouse security enhancements in all courts
- 3) Developed courthouse evacuation plan
- 4) Developed Continuation of Operations Plans (COOP) for all courts
- 5) New courthouse in Williams
- 6) Remodeled courthouses in Fredonia and Page
- 7) Exploring a new Flagstaff Municipal Court
- 8) Participate in the State Tax Intercept Program
- 9) Participate in the state-wide collections program (FARE)
- 10) Periodically review and amend local court fees
- 11) Monitor and provide case processing statistics to judges
- 12) Developed a customer service training program for staff
- 13) Implemented new caseload management efficiencies (e.g. Plea on Demand; Probation Revocation Court)
- 14) Implemented jury system improvements

- 15) Expanded pre-trial services to limited jurisdiction courts
- 16) Implemented a pilot failure to appear notification program
- 17) Submitted and received various local, state, federal grants (e.g. Homeland; Drug Court; Integrated Family Court; Conciliation Court; Strategic Planning; Child Support Enforcement)
- 18) Developed a juror handbook
- 19) Developed and use a jury service survey form for all jurors
- 20) Created self-help forms in English and Spanish for people who represent themselves
- 21) Created on-line court instruction videos (e.g. How to Represent Yourself in Court in English and Spanish; Orders of Protection; Juror Orientation)
- 22) Revised the Superior Court Local Rules
- 23) Participated in the creation of the Intake Triage Unit
- 24) Participated in the development of an in-custody treatment program (EXODUS)
- 25) Participate in the internship programs with local colleges
- 26) Participate in the planning of Law Day activities

## **INFORMATION AND TECHNOLOGY**

- 1) Created and implemented a comprehensive court web site
- 2) Created five instructional on-line court videos (one in Spanish)
- 3) Placed the Superior Court daily calendars on the Courts web site
- 4) Participate in the Criminal Justice Integration county-wide project
- 5) Implemented a bar code tracking system for court files
- 6) Created and placed 66 standardized interactive self-help forms on the courts web site in Spanish and English
- 7) Developed an on-line juror questionnaire and handbook
- 8) Implemented software to automatically update the addresses of jurors
- 9) Implemented an integrated electronic field citation system with law enforcement
- 10) Expanded the computer network infrastructure in Fredonia
- 11) Implemented a new Superior Court automated case management system
- 12) Collaborated with the County and Flagstaff Municipal Court to implement an Electronic Document Management System (EDMS)
- 13) Installed digital audio recording devices in all courtrooms
- 14) Created an Intergovernmental Agreement with Maricopa County for interpreter and court reporter services
- 15) Expanded the audio-video arraignment system



## **QUALITY AND ACCESS TO JUSTICE**

- 1) Expanded Alternative Dispute Resolution (ADR) services into family law, guardianship, and probate case types
- 2) Established an ADR Futures Committee
- 3) Explored the development of a community mediation program
- 4) Developed several grant requests to fund a community mediation program
- 5) Explored expanding ADR services for the Limited Jurisdiction Courts
- 6) Coordinated a mediator training session in Page
- 7) Provide a staff position to help pro se litigants
- 8) Established the Family Law Assistance Program (FLAP) to assist parties with completing court paperwork
- 9) Translated all court self-help forms into Spanish
- 10) Offer comprehensive services to parents of children involved in the process of divorce (e.g. mental health and substance abuse counseling; anger management; mediation; free legal counsel; and parenting education)
- 11) Developed a marketing and community awareness plan for the Law Library Self-Help Center (Hispanic media and surveying focus groups)

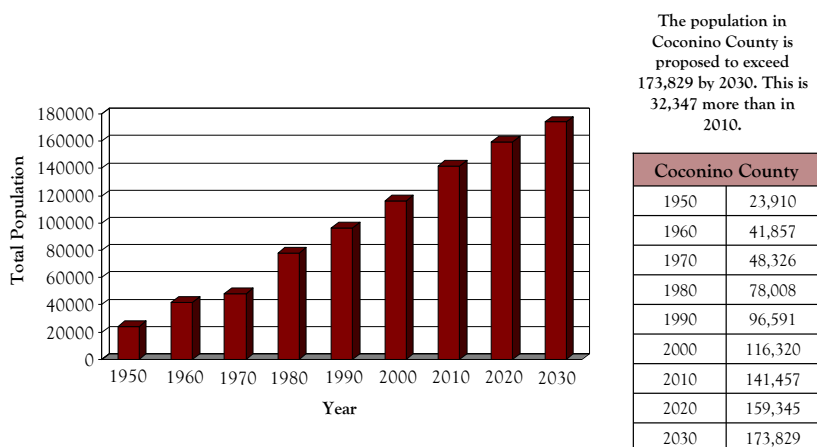
## **STRUCTURE AND ADMINISTRATION**

- 1) Published the Justice 2020 and 2025 final report
- 2) Developed an annual court strategic plan for each fiscal year
- 3) Conducted a Justice 2025 Court-Community Strategic Planning Retreat
- 4) Created various IGA's between the City of Flagstaff and the County (unified court administration; training coordinator; interpreter coordinator; information technology; probation)
- 5) Created a consolidated weekend initial appearance calendar for Flagstaff Justice, Flagstaff Municipal, and Williams Justice Courts
- 6) Provide training opportunities for all court staff
- 7) Provide opportunities for court staff to attend the Supervisory Academy
- 8) Provide opportunities for staff to attend the Court Leadership Institute of Arizona (CLIA)

# Attachment E:

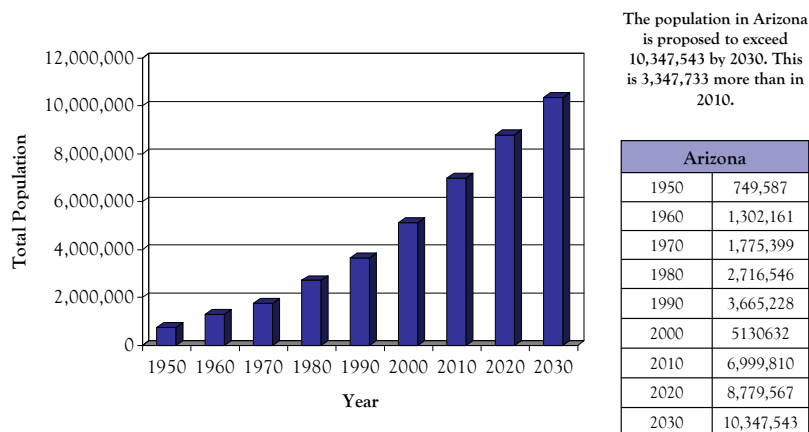
## Trends and Projections

### Coconino County Population



Source: U.S. Census Bureau, April 1, 2008 Census; State Population Projections, 2010 Projections, 2010-2030

### Arizona Population



Source: U.S. Census Bureau, April 1, 2008 Census; State Population Projections, 2010 Projections, 2010-2030; Arizona Department of Economic Security, March 31, 2006

## Arizona 10<sup>th</sup> Largest State in 2030

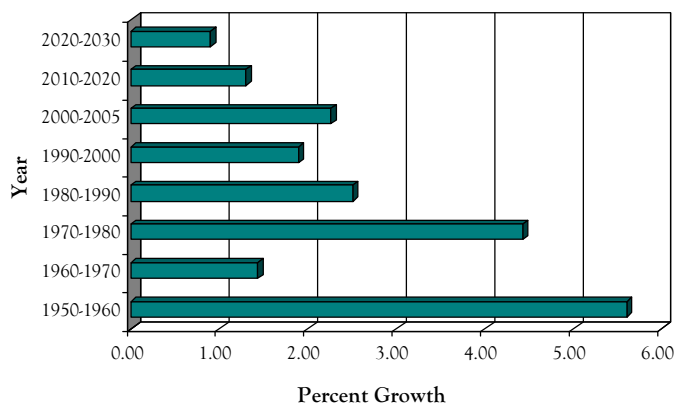
- |               |                   |
|---------------|-------------------|
| 1. California | 6. Pennsylvania   |
| 2. Texas      | 7. North Carolina |
| 3. Florida    | 8. Georgia        |
| 4. New York   | 9. Ohio           |
| 5. Illinois   | 10. ARIZONA       |

### ARIZONA'S POPULATION PROJECTIONS:

2010: 6.64 million  
 2015: 7.50 million  
 2020: 8.46 million  
 2025: 9.53 million  
 2030: 10.71 million

Source: US Census Bureau, Source: State Population Projections, 2010 Projections, 2010-2030

## Coconino County Annual Population Growth Rates

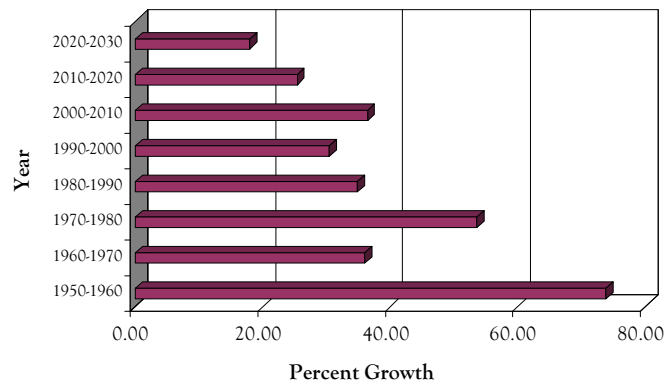


The growth rate in Coconino County will decrease from 1.3% to .9% in 2020-2030.

Coconino County	
2020-2030	.9
2010-2020	1.3
2000-2005	2.26
1990-2000	1.89
1980-1990	2.51
1970-1980	4.43
1960-1970	1.43
1950-1960	5.6

Source: U.S. Census Bureau and Arizona Department of Commerce, Strategic Investment and Research.

## Arizona Annual Population Growth Rates

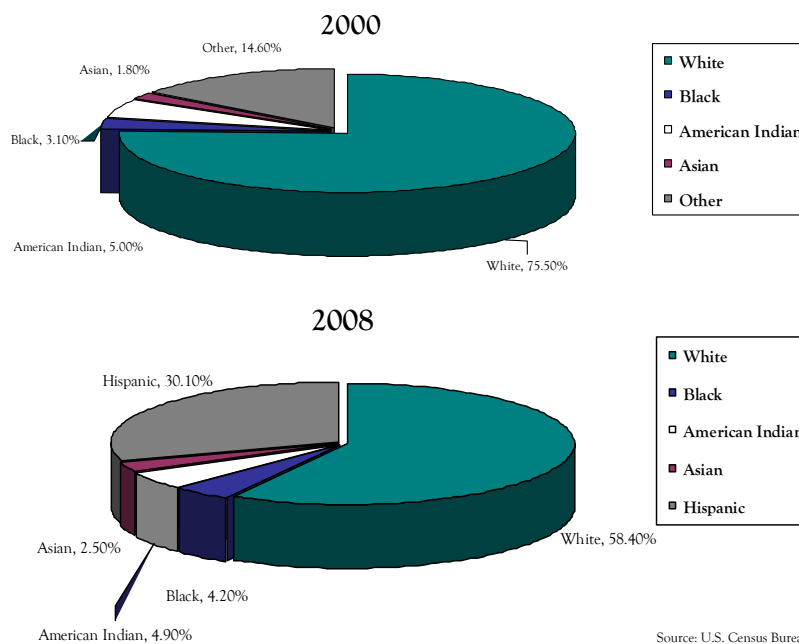


The growth rate in Arizona will decrease from 25.7% to 17.9% in 2020-2030.

Arizona	
2020-2030	17.9
2010-2020	25.4
2000-2005	36.4
1990-2000	30.4
1980-1990	34.8
1970-1980	53.5
1960-1970	36.0
1950-1960	73.7

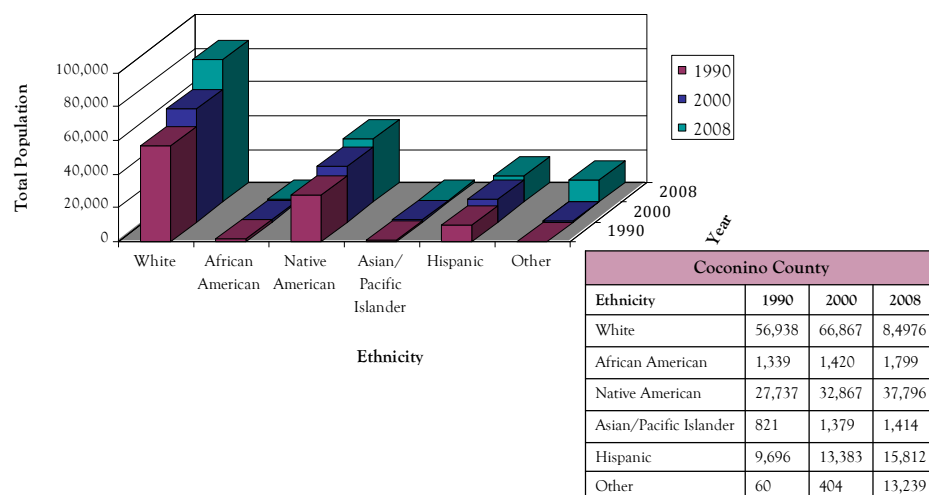
Source: U.S. Census Bureau, April 1, 2008 Census

## Arizona Demographics



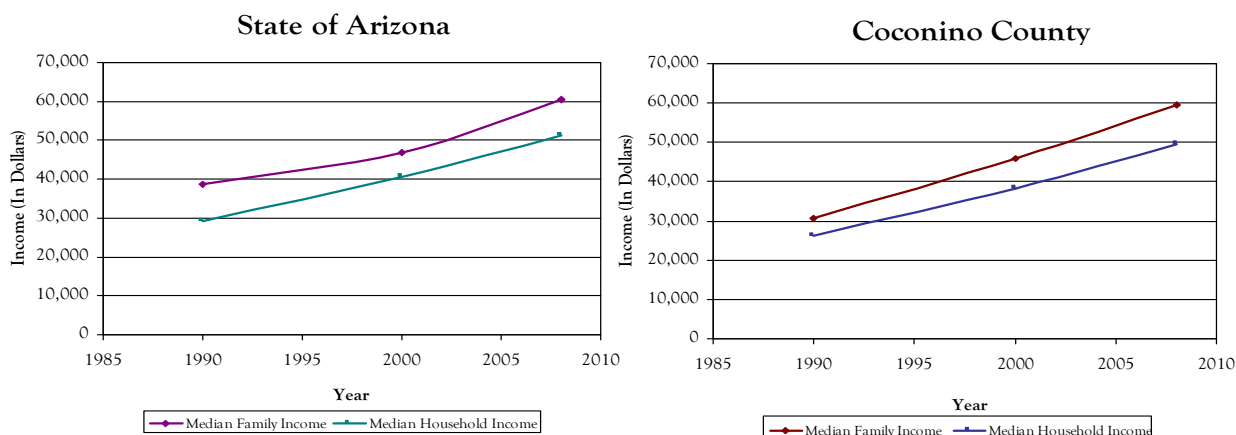
Source: U.S. Census Bureau, April 1, 2008 Census

## Coconino County Demographics



Source: U.S. Census Bureau, April 1, 2008 Census

## Coconino County vs. Arizona Income Comparison



2009 Coconino County Unemployment Rate: 8.1%

2009 Arizona Unemployment Rate: 9.3%

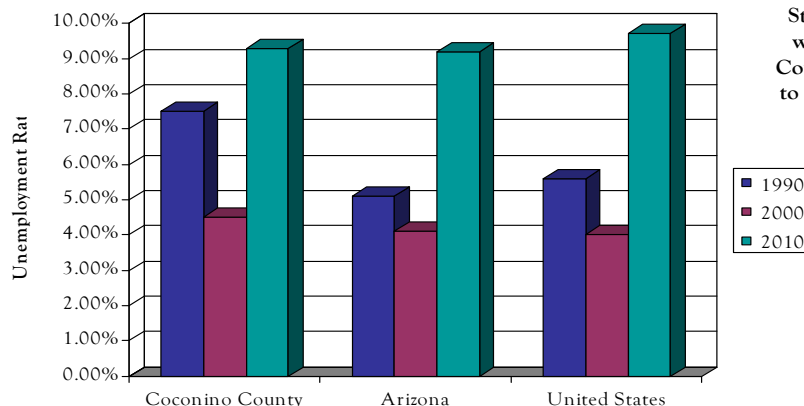
Average Wage Per Job in Coconino County: \$28,098

Source: U.S. Census Bureau, April 1, 2008 Census

Source: Department of Commerce, 2008 Special Unemployment, Report

Source: Department of Economic Security, 2006-08 American Community Survey

## Unemployment Rates



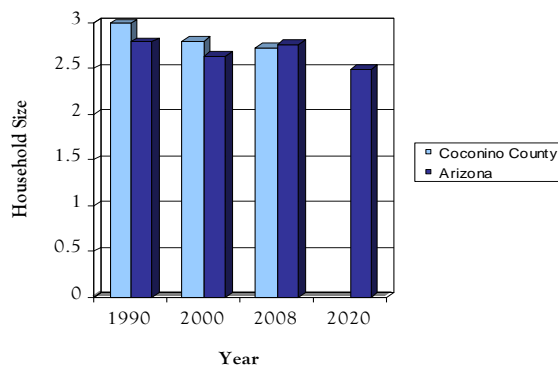
The unemployment rate in the United States, Arizona, as well as Coconino County are expected to rise an average of 5.2%.

	Coconino County	Arizona	United States
1990	7.5%	5.1%	5.6%
2000	4.5%	4.1%	4.0%
2010	9.3%	9.2%	9.7%

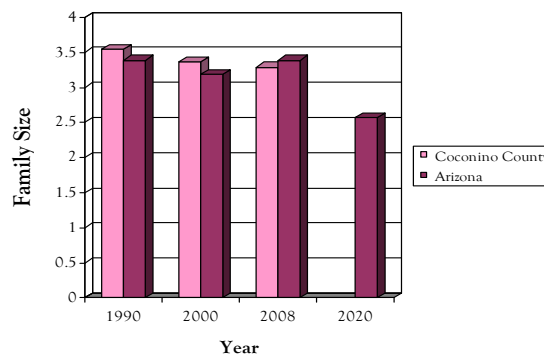
Sources: Workforce Arizona; Bureau of Labor Statistics, 2010; United States Unemployment Rate, 2007

## Coconino County vs. Arizona Average Household/Family Size

Average Household Size



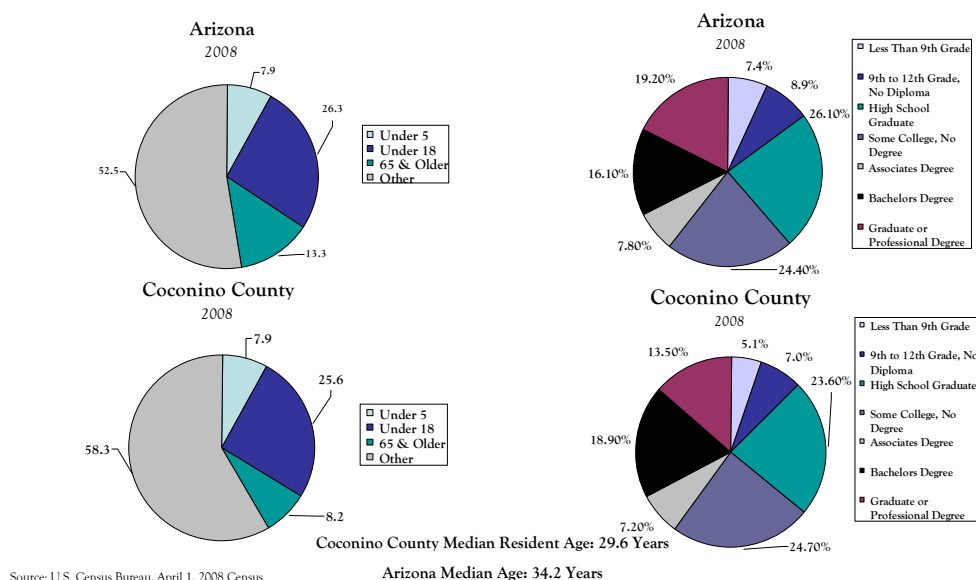
Average Family Size



Percent of Individuals Living in Poverty  
Coconino County: 16.4%  
Arizona: 14.7%

Source: U.S. Census Bureau, April 1, 2008 Census

## Arizona & Coconino County Age and Educational Achievement



## Coconino County Industry

- Many technological and science-based industries have located to the Flagstaff area creating strong tourist, governmental, educational, and transportation sectors that have replaced the lumber, ranching, and railroad industries of earlier decades.
- With the presence of Nestle Purina, W.L. Gore, Southwest Wind Power, and many other technological and eco-friendly resource management industries, Coconino County has become a center of commerce in Northern Arizona.
- Northern Arizona University is one of the largest employment sectors in Coconino County, employing an average of 3,393 individuals each year. Flagstaff Medical Center employs approximately 1,999, and Coconino County averages at about 1,075 individuals in staff.

### 2008 Employment by Sector

Government	19,200
Leisure & Hospitality	13,200
Trade, Transportation & Utilities	10,300
Education & Health Services	7,200
Manufacturing	3,900
Mining & Construction	3,200
Professional & Business	3,100
Financial Activities	1,600
Information	400

Source: Coconino County Economic Development, 2010; NACOG EDD Comprehensive Economic Development Strategy Update 2010-2015. Prepared in cooperation with the U.S. Dept. of Labor, Bureau of Labor Statistics, Arizona Department of Commerce, Strategic Investment and Research, July 2009

# Arizona National Crime Rankings

## 2009 Crime Rankings *(out of 50 states)* (1 = Worst, 50 = Best)

Assault: #19  
 Burglary: #14  
 Murder: #8  
 Motor Vehicle Theft: #2  
 Rape: #32  
 Robbery: #14

Source: 15 Most Dangerous US States, 2010

# Coconino County Crime Rankings

## Statewide *(out of 15 counties)*: (1 = Worst, 15 = Best)

Violent Crimes: #9  
 Crimes Against Property in the State: #13

## Nationwide *(out of 3,141 counties)*: (1 = Worst, 3141 = Best)

Violent Offenses: #2,361  
 Property Related Offenses: #2,657

Source: Coconino County Crime Statistics, 2010



## Arizona Crime Cycle

The following represents the approximate number of Crime Index Offenses that were reported to Arizona law enforcement agencies every 24 hours during 2008.

1 Murder  
 5 Rapes  
 26 Robberies  
 47 Aggravated Assaults  
 153 Burglaries  
 459 Larceny-Thefts  
 101 Motor Vehicle Thefts  
 5 Arsons

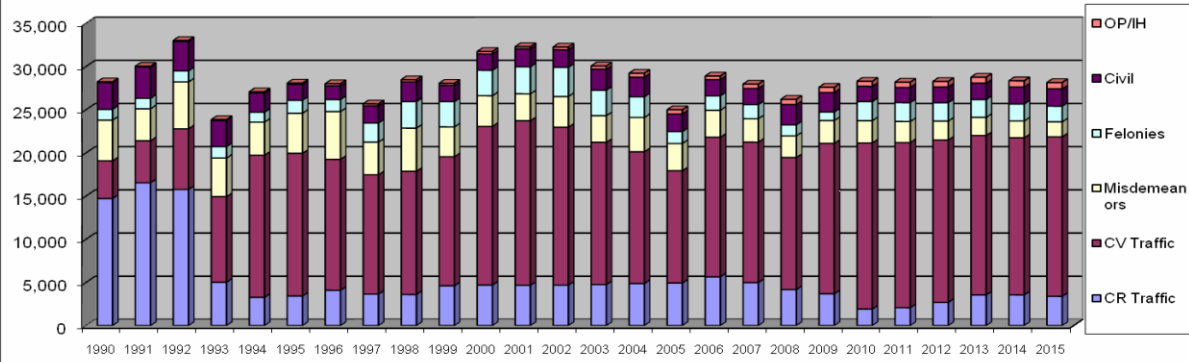
Source: Arizona DPS; Crime in Arizona Report, 2008

## Coconino County Criminal Statistics

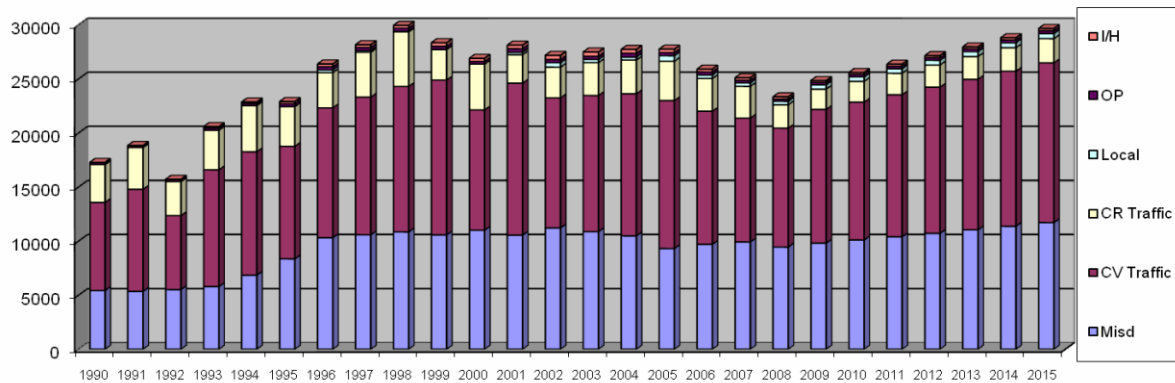
Year	Murder	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Vehicle Theft	Arson
2006	3	65	107	512	784	4,618	249	8
2005	1	76	74	596	895	4,877	275	7
2004	7	65	70	488	882	4,709	326	8
2003	2	74	56	503	1,061	5,230	296	3
2002	2	70	71	579	1,115	5,461	391	4
2001	6	61	67	494	930	5,134	325	3
2000	2	52	71	361	820	5,090	244	2
1999	5	38	66	320	732	4,705	242	4
1998	8	38	60	358	982	4,977	225	2
1997	4	44	50	395	1,031	5,641	237	6
1996	1	15	68	262	734	4,946	192	3
1995	2	27	49	398	1,023	5,733	283	3
1994	7	49	55	330	905	5,580	209	1

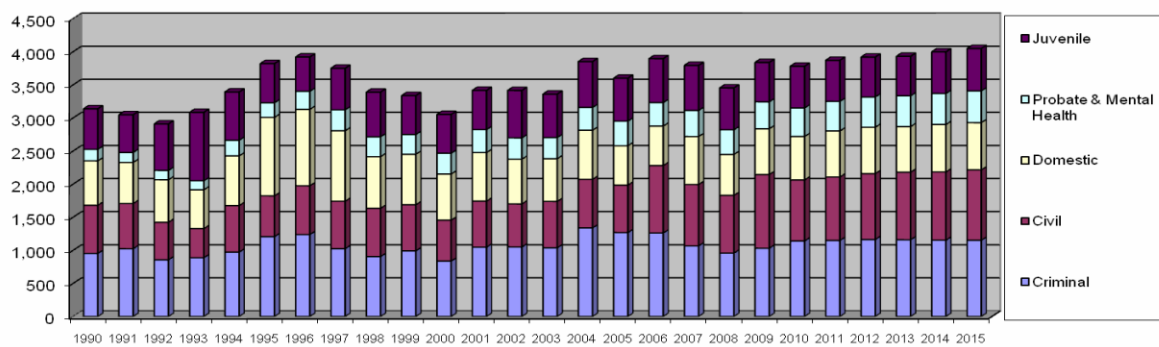
Coconino County Crime Statistics, 2010

### Justice Court Case Type Filings 1990 - 2015 (Projections)



### Municipal Court Case Type Filings 1990 - 2015 (Projections)



**Superior Court Case Type Filings 1990 - 2015 (Projections)**

# Attachment F:

## JUSTICE 2030 RETREAT:

### ***COURT-COMMUNITY STRATEGIC PLANNING CONFERENCE***

#### **AGENDA**

**Date:** Thursday, November 4, 2010 – 8:30 a.m. – 3:30 p.m.

**Location:** High Country Conference Center

**Purpose:** Update the Coconino Courts' strategic plan and develop a strategic action agenda for improving justice services.

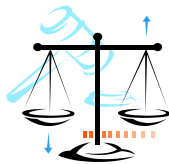
<b><u>Agenda:</u></b>		
8:30 a.m.	Arrive, Register, Refreshments	
9:00 a.m.	Welcome and Introductions	Hon. Mark Moran, Presiding Judge
	Justice 2020 – A Vision for the Future of the Arizona Judicial Branch	Chief Justice Rebecca White Berch
	Strategic Planning for the Coconino County Courts: A Historical Review	Gary Krcmarik, Court Administrator
	Overview of the Planning Conference – Purpose, Desired Outcomes, and Keys to Success	Dr. Brenda J. Wagenknecht-Ivey Retreat Facilitator
9:30 a.m.	We Listened in 2005 – Key Accomplishments of the Courts in the Last 5 Years  Preparing for the Future: Trends Impacting the Courts	Don Jacobson, Court Administrator
	Pre-Conference Survey – Findings and Opportunities for the Future	Dr. Brenda J. Wagenknecht-Ivey
10:15 a.m.	Break and Refreshments	

**JUSTICE 2030 RETREAT:**  
***COURT-COMMUNITY STRATEGIC PLANNING CONFERENCE***  
**AGENDA (CONTINUED)**

10:30 a.m.	Future Scenarios <ul style="list-style-type: none"> <li>• Trends and Emerging Issues – What the Future Will Look Like</li> <li>• Implications on the Courts</li> </ul>	Small Groups
11:15 a.m.	Future Scenarios – Debrief	
12:00 noon	Lunch – provided	
1:00 p.m.	Challenges Facing the Courts in the Next 5 Years: Establishing Future Priorities <ul style="list-style-type: none"> <li>• Trends, Scenarios, and Implications</li> <li>• Best Practices – National Court Innovations</li> </ul>	Dr. Brenda Wagenknecht-Ivey
1:10 p.m.	Identify Strategic Priorities (in assigned area)	Small Groups
2:00 p.m.	Break and Refreshments	
2:15 p.m.	Debrief: Suggested Strategic Projects	Dr. Brenda Wagenknecht-Ivey
3:10 p.m.	Prioritize Strategic Projects	All – Dot Exercise
3:25 p.m.	Wrap-Up: Where We Go From Here/Feedback Closing Comments and Acknowledgements	Hon. Mark Moran, Presiding Judge
3:30 p.m.	ADJOURN	

# Attachment G:

## Survey Summary



### Coconino County Courts Justice 2030 Planning Survey

#### Summary of Pre-Conference Survey

November 4, 2010

Prepared by:  
Brenda J. Wagenknecht-Ivey, Ph.D.  
PRAXIS Consulting, Inc.

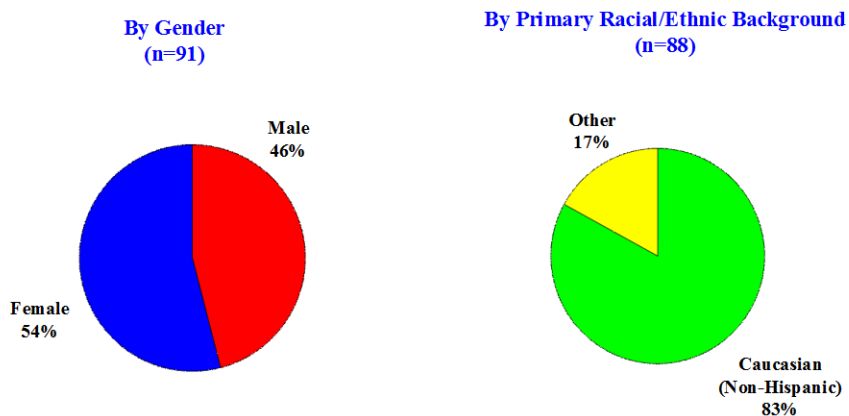
#### Survey: Overview

- ❑ The survey was administered via email between July 26 and August 13, 2010 to all Justice 2030 Conference invitees (N=216).
- ❑ 93 people completed the survey (n=93): a 43 percent response rate.
- ❑ The survey included 15 questions, however, several had multiple parts.

## Characteristics of Survey Respondents

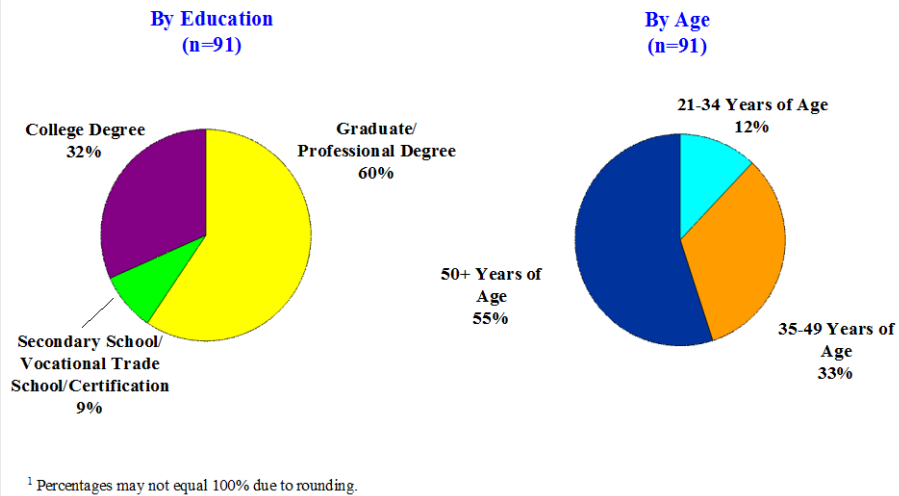


**Exhibit 1**  
**Coconino County Courts – Justice 2030 Planning Survey**  
**Characteristics of Respondents**  
 September 2010 (By Percent of Respondents)<sup>1</sup>

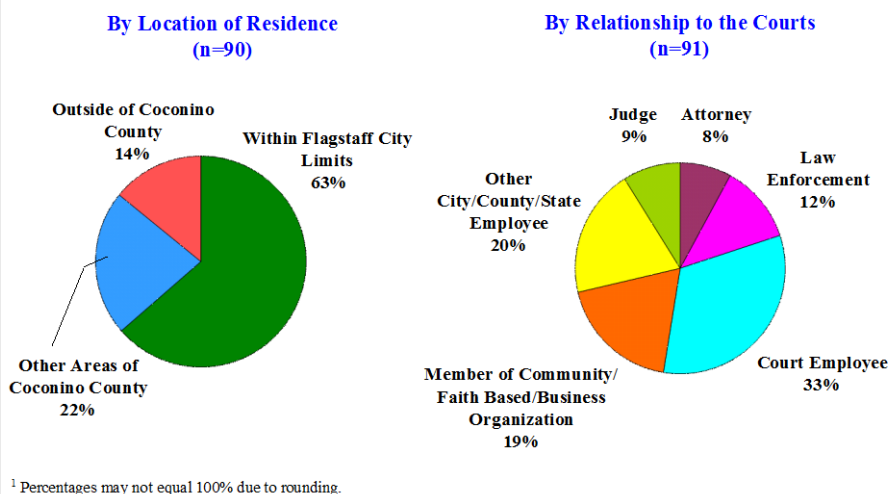


<sup>1</sup> Percentages may not equal 100% due to rounding.

**Exhibit 2**  
**Coconino County Courts – Justice 2030 Planning Survey**  
**Characteristics of Respondents**  
 September 2010 (By Percent of Respondents)<sup>1</sup>



**Exhibit 3**  
**Coconino County Courts – Justice 2030 Planning Survey**  
**Characteristics of Respondents**  
 September 2010 (By Percent of Respondents)<sup>1</sup>

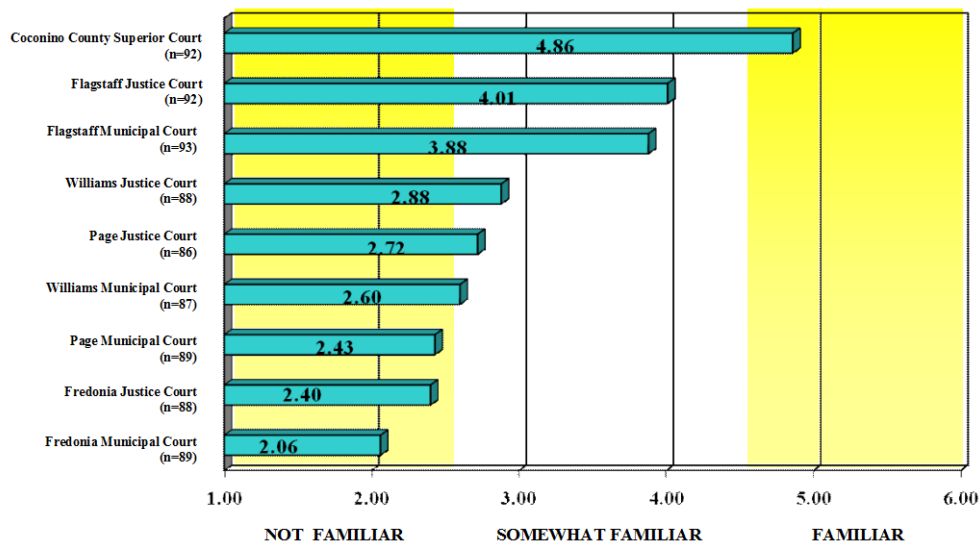




## Survey Results: Familiarity with the Courts



**Exhibit 4**  
**Coconino County Courts – Justice 2030 Survey**  
**(Q1) Familiarity Ratings – All Survey Respondents**  
 September 2010 (Mean Scores)<sup>1</sup>

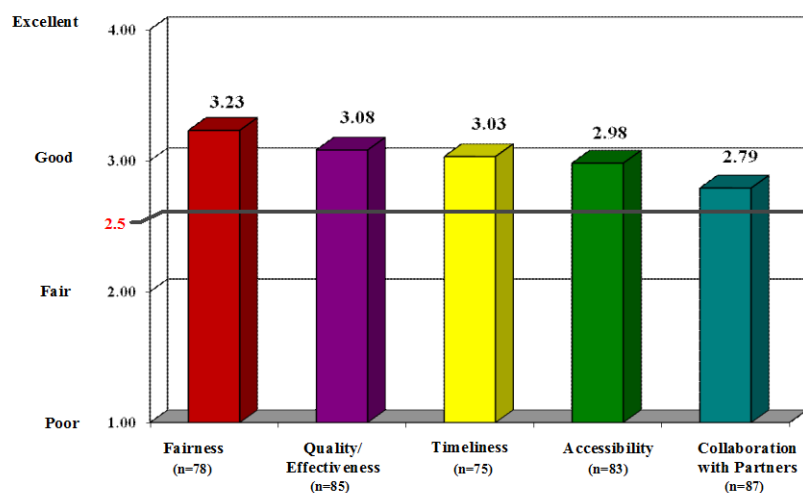


<sup>1</sup> Mean scores are computed by averaging the ratings of all respondents. A 6-point rating scale was used for this question where 6 = Very Familiar and 1 = Not At All Familiar. The higher the mean score, the more familiar respondents were with the Courts. The midpoint of the scale is 3.5. The averages exclude respondents who did not answer the question or answered don't know/not sure/not applicable.

## Survey Results: Key Performance Areas



**Exhibit 5**  
**Coconino County Courts – Justice 2030 Survey**  
**(Q2) Ratings on Performance in Key Areas – All Respondents**  
 September 2010 (Mean Scores)<sup>1</sup>



<sup>1</sup> Mean scores for each category (e.g., Fairness) are computed by averaging the means (i.e., the mean of means) of the various statements in each category. The means for each statement are computed using a scale from 1 to 4 where 1=Poor and 4=Excellent. For each category, the higher the mean score, the better the Courts' performance in that area. The midpoint of the scale is 2.5. The averages exclude respondents who did not answer the question or answered don't know/not sure/not applicable.

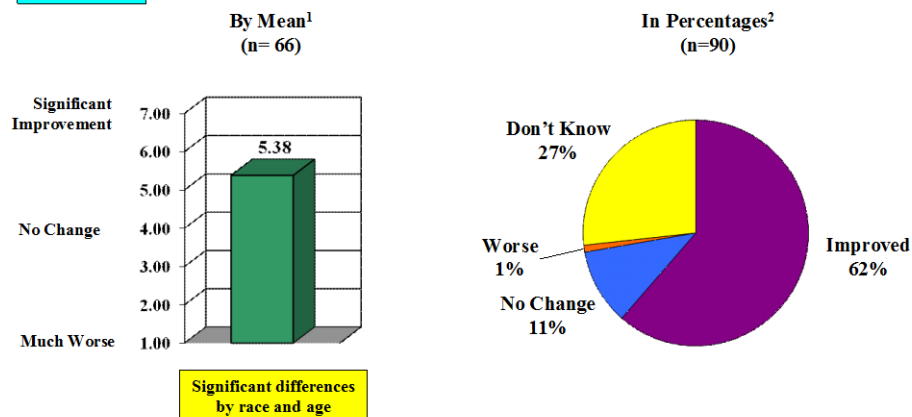
## Survey Results: Level of Improvement in 5 Strategic Areas



### Exhibit 8 Coconino County Courts – Justice 2030 Survey (Q3) Level of Improvement – All Respondents September 2010

#### Quality and Access to Justice

**Rank #1**



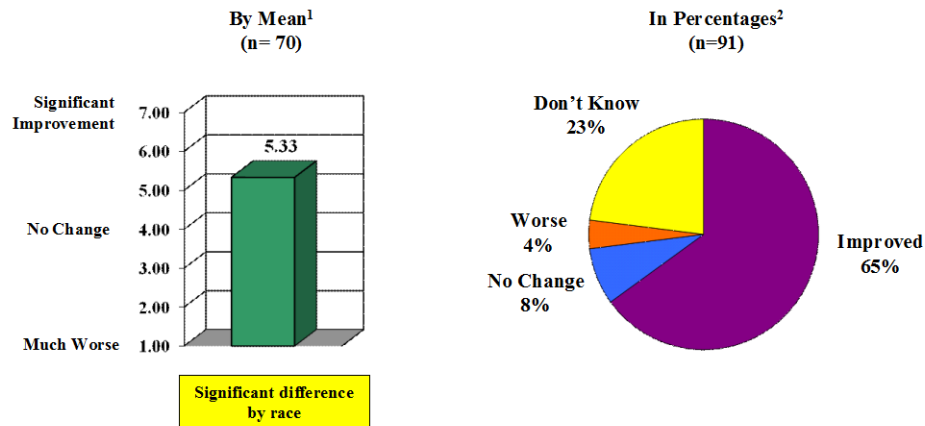
<sup>1</sup> Mean scores are computed by averaging the ratings of all respondents. The means are computed using a scale from 1 to 7 where 1=Much Worse and 7=Significant Improvement. The higher the mean score, the more the Courts have improved over the past few years. The midpoint of the scale is 4.0 = no change. The averages exclude respondents who did not answer the question or answered don't know/not sure/not applicable.

<sup>2</sup> Percentages may not equal 100% due to rounding.

**Exhibit 9**  
**Coconino County Courts – Justice 2030 Survey**  
**(Q3) Level of Improvement – All Respondents**  
 September 2010

**Community Outreach and Partnerships**

**Rank #2**

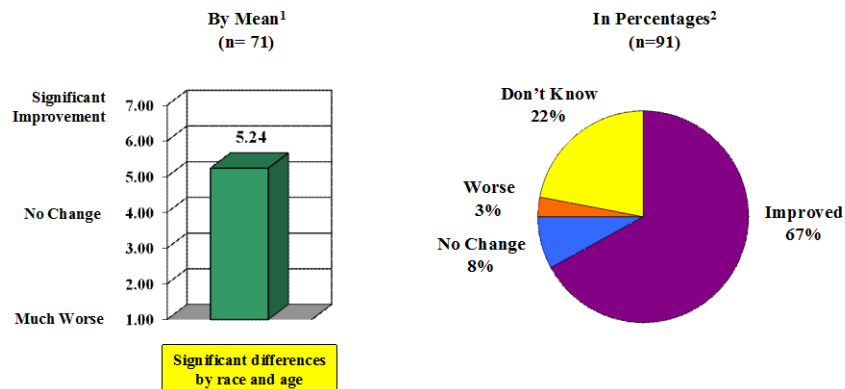


- 1 Mean scores are computed by averaging the ratings of all respondents. The means are computed using a scale from 1 to 7 where 1=Much Worse and 7=Significant Improvement. The higher the mean score, the more the Courts have improved over the past few years. The midpoint of the scale is 4.0 = no change. The averages exclude respondents who did not answer the question or answered don't know/not sure/not applicable.
- 2 Percentages may not equal 100% due to rounding.

**Exhibit 10**  
**Coconino County Courts – Justice 2030 Survey**  
**(Q3) Level of Improvement – All Respondents**  
 September 2010

**Information and Technology**

**Rank #3**

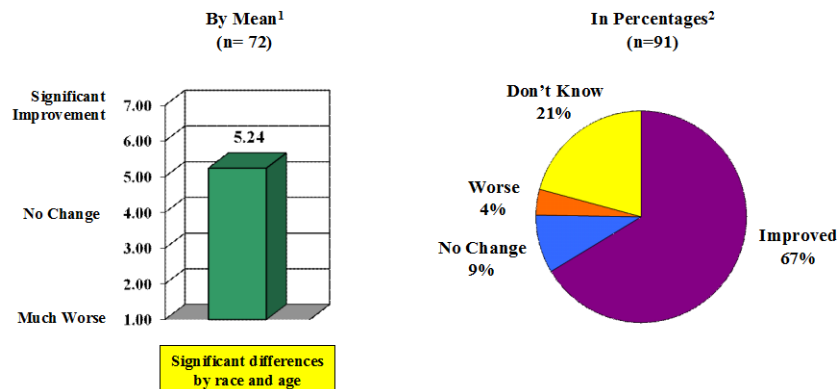


- 1 Mean scores are computed by averaging the ratings of all respondents. The means are computed using a scale from 1 to 7 where 1=Much Worse and 7=Significant Improvement. The higher the mean score, the more the Courts have improved over the past few years. The midpoint of the scale is 4.0 = no change. The averages exclude respondents who did not answer the question or answered don't know/not sure/not applicable.
- 2 Percentages may not equal 100% due to rounding.

**Exhibit 11**  
**Coconino County Courts – Justice 2030 Survey**  
**(Q3) Level of Improvement – All Respondents**  
 September 2010

**Structure and Administration**

**Rank #3**

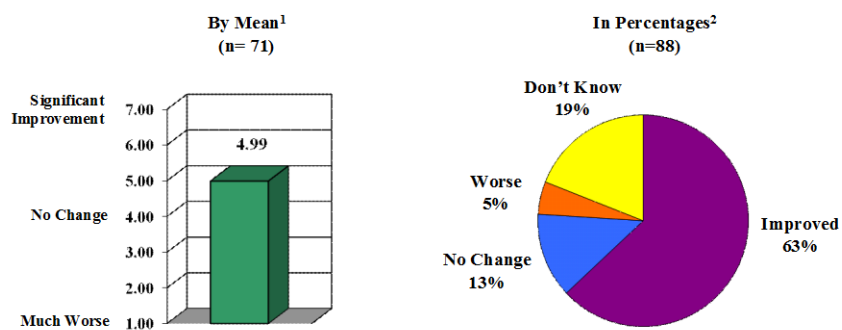


- 1 Mean scores are computed by averaging the ratings of all respondents. The means are computed using a scale from 1 to 7 where 1=Much Worse and 7=Significant Improvement. The higher the mean score, the more the Courts have improved over the past few years. The midpoint of the scale is 4.0 = no change. The averages exclude respondents who did not answer the question or answered don't know/not sure/not applicable.
- 2 Percentages may not equal 100% due to rounding.

**Exhibit 12**  
**Coconino County Courts – Justice 2030 Survey**  
**(Q3) Level of Improvement – All Respondents**  
 September 2010

**Facilities and Operations**

**Rank #5**



- 1 Mean scores are computed by averaging the ratings of all respondents. The means are computed using a scale from 1 to 7 where 1=Much Worse and 7=Significant Improvement. The higher the mean score, the more the Courts have improved over the past few years. The midpoint of the scale is 4.0 = no change. The averages exclude respondents who did not answer the question or answered don't know/not sure/not applicable.
- 2 Percentages may not equal 100% due to rounding.

## Survey Results: Barriers to Accessing/Using the Courts

### (Q4) Most & Least Significant Access Barriers All Respondents (n=93)

#### 5 Top Rated Barriers:

1. Parking (50%)
2. Difficulty understanding what they have to do once they get to court (44%)
3. Cost of hiring an attorney (38%)
4. Distance have to travel (38%)
5. Time it takes away from home/work (23%)

#### 5 Lowest Rated Barriers:

1. Difficulty getting into the courts (2%)
2. A feeling of not being treated equally (7%)
3. Hours/days open for business (8%)
4. Having a private matter become public (8%)
5. Lack of childcare facilities/services (9%)

## Survey Results: Future Priorities

### (Q5) Future Priorities – Programs & Services Highest Rated – Comparison by Groups

Judges/Staff (n=38):	Partners/Community Members (n=53):
1. Ability to do business with courts remotely electronically (61%)	1. Ability to do business with courts remotely/electronically (51%)
2. Self Help/Pro Se Assistance (29%)	2. Diversion/Preventive programs (28%)
3. Adequate Facilities (29%)	3. Services for families through Family Court (26%)
4. Services for families through Family Court (24%)	4. Specialty/problem solving courts (26%)
5. Diversion/Preventive Programs (21%)	5. Self-help/Pro Se Assistance (25%)

**(Q5) Future Priorities – Programs & Services  
Lowest Rated – Comparison by Groups**

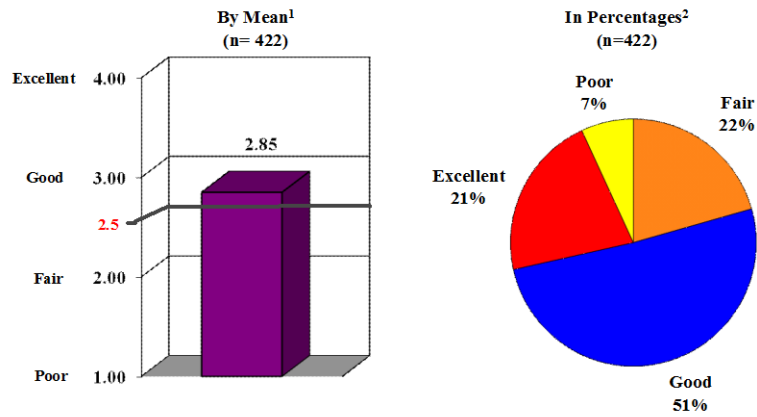
<b>Judges/Court Staff (n=38):</b>	<b>Partners/Community Members (n=53):</b>
1. Volunteer activities (3%)	1. Volunteer activities (2%)
2. Child care services/facilities (6%)	2. Child care services/facilities (6%)
3. Services to jurors (6%)	3. Services to jurors (6%)
4. <b>Services for juveniles (11%)</b>	4. <b>Language assistance (6%)</b>
5. Public education (11%)	5. Public education (11%)

**Survey Results:  
Overall Performance of the Coconino  
County Courts**



**Exhibit 13**  
**Coconino County Courts – Justice 2030 Survey**  
**(Q6) Ratings on Overall Performance/Service in 2010**  
**September 2010**

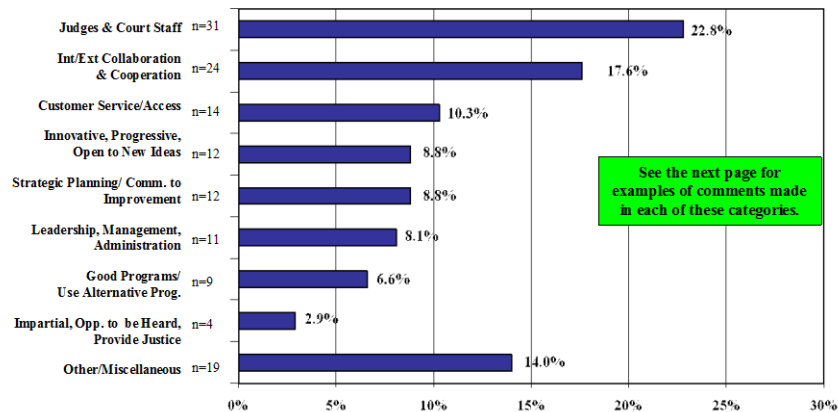
**All 9 Courts Combined**



- 1 The mean score shows the average ratings of all respondents across all 9 Coconino Courts. Note: 15 people did not answer this question for any of the courts and many answered don't know/not sure for many of the courts (n=400). The average excludes respondents who did not answer or answered don't know/not sure. The mean of means was computed using a scale from 1 to 4 where 1=Poor and 4=Excellent. The midpoint of the scale is 2.5.
- 2 Percentages may not equal 100% due to rounding.

**Survey Results: Greatest Strengths**

**Exhibit 23**  
**Coconino County Courts – Justice 2030 Planning Survey**  
**(Q7) Greatest Strengths**  
 September 2010 (By Percent of Responses)<sup>1</sup>  
 (n=136)<sup>2</sup>



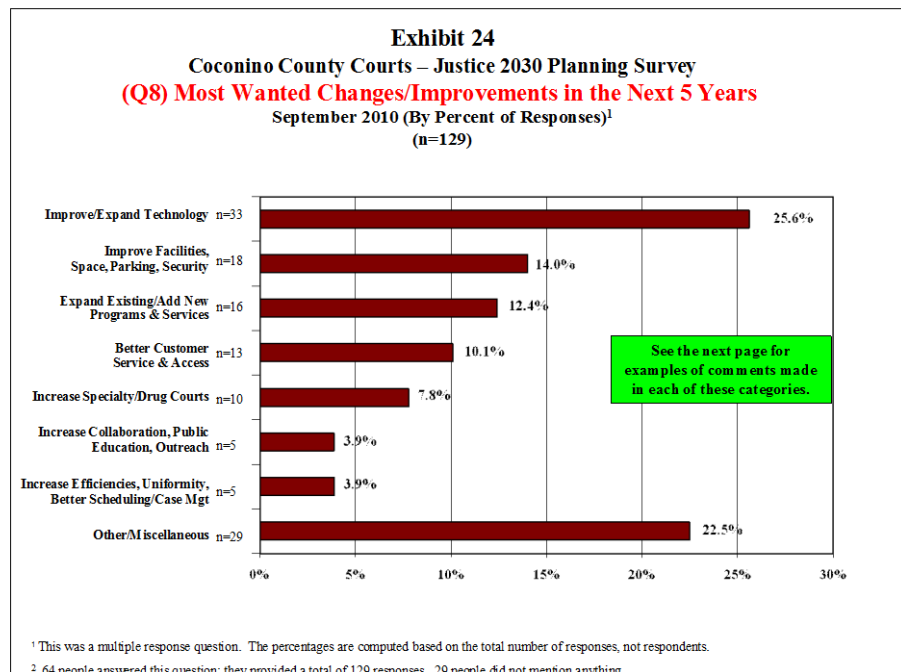
<sup>1</sup> This was a multiple response question. The percentages are computed based on the total number of responses, not respondents.

<sup>2</sup> 65 people answered this question; they provided a total of 136 responses. 28 people did not mention anything.

**Q7. Greatest Strengths**  
**Examples of Comments Provided in each of the Categories**

- Judges and Court Staff: Includes: professionalism; longevity and experience of employees; high ethics; competent, caring, dedicated, & committed judges, court managers, and staff; knowledgeable staff.
- Internal and External Collaboration/Cooperation: Includes: ability to get along while respecting differences of each part of the County; very collaborative with outside agencies; good communication with justice agencies; support & teamwork from each other and City/County leadership.
- Customer Service/Access: Includes: attention to customers' needs; concerned about serving the community; commitment to helping pro pers; polite and effective service from staff; the personal attention people get (e.g., respect, helpful information).
- Innovative, Progressive, Open to New Ideas: Includes: willingness to pioneer new technology & programs; proactive; flexible thinkers; open to innovation and evidence-based practices.
- Strategic Planning/Commitment to Improvement: Includes: focus on long-term planning; always looking for efficiencies; strategic planning initiatives.
- Leadership, Management, Administration: Includes: strong judicial and administrative leadership.
- Good Programs/Use of Alternative Programs: Includes: Criminal Justice Coordinating Council; specialty courts; youth mentoring; integrated Family Court.
- Impartial, Opportunity to be Heard, Provide Justice: Includes: people can be heard; courts are interested in true justice, they are viewed as fair;
- Other/Miscellaneous: Includes: use of technology; facilities; timely hearings; caseload management system; participation in state level initiatives; operate well on limited budgets; security; locations.

## Survey Results: Most Wanted Changes in the Next 5 Years



**Q8. Most Wanted Changes/Improvements in the Next 5 Years**  
**Examples of Comments Provided in each of the Categories**

- Improve & Expand Uses of Technology: Includes e-filing; provide more remote public access; integrated video conferencing across court sites; electronic access to information/court records; invest in infrastructure in collaboration with all justice agencies; online payment of fees; accept credit card payments at all courts/ clerk's offices; improve technology to outlying areas.
- Improve Facilities, Space, Parking, & Security: Includes: improve/expand space for judges, staff, evidence, storage; need adequate facilities; better signage and parking; need cafeteria; more security; need new courthouse/ improved facilities.
- Expand Existing & Add New Programs & Services: Includes: for juveniles; for families; more long-term recovery programs; interpreters; implement full ADR in limited juris. courts; more diversion and prevention programs.
- Better Customer Service & Access: Includes: provide customer service training to court staff; make the courts easier to use; shorter lines; information booths; longer hours of operation; more services to self-represented.
- Increase Specialty/Drug Courts: Includes: to small claims; for injunctions and orders of protection; more drug courts, DUI courts, and mental health courts.
- Increase Collaboration, Public Education, & Outreach: Includes: more education of the public; more public outreach and collaboration with counties and tribes.
- Increase Efficiencies, Uniformity, Better Scheduling, & Case Management: Includes: coordinated case calendars; improve uniformity of operations; greater efficiency in moving court matters; more timely adjudication.
- Other/Miscellaneous: Includes: increase salaries; have experienced judges in all courts; all judges should be law trained; provide judicial training; hire minorities into higher positions; focus on prevention rather than treatment; a coordinated approach to crime and violence prevention with a focus on families and children; eliminate obstacles to taking cases to trial; need more staff; more creative sentencing-increase community service; increase sensitivity to cultural issues; more alternatives to incarceration.

**Survey Results:**  
**Future Challenges/Emerging Issues**



### **(Q9) Biggest Future Challenges/Emerging Issues**

- ☐ Keeping up with changing technology & the impact of statewide systems
- ☐ Providing access to all
- ☐ Maintaining existing & developing new programs/services to meet changing needs
- ☐ Ability to resolve more/different types of cases in a fair, timely, and efficient manner

### **(Q9) Biggest Future Challenges/Emerging Issues (continued)**

- ☐ Recruiting/retaining diverse staff & developing the next generation of court leaders
- ☐ Maintaining and improving court facilities, space, security, and parking
- ☐ Working with partners to improve & expand prevention, treatment, and other services
- ☐ Maintaining a positive public image

**Q9. Biggest Future Challenges/Emerging Issues (Next 5 Years)**

**Examples of Comments Provided in each of the Categories**

- Keeping Pace with Changing Technology/Impact of Statewide Systems: Includes: ability to keep up with technological advancements; continuing need to network information with partners; the impact of the new statewide computer system on the courts and criminal justice system partners.
- Providing Access to All: Includes: expanding the use of technology to increase access; the ability to do court business using the Internet and from remote locations (e.g., e-file, pay fines/fees); the cost of going to court; the cost of attorney representation; language barriers; the long distances to court locations; increase in non-English speaking court users.
- Maintaining Existing & Developing New Programs & Services: Includes: ability to maintain existing programs and services (e.g., Integrated Family Court, Drug Courts); ability to meet changing needs of families, children, juveniles; responding to new needs such as veteran, substance abuse, mental health, domestic violence, elder, homeless matters; developing innovative repeat offender initiatives.
- Ability to Resolve More/Different Types of Cases in a Fair, Timely, & Efficient Manner: Includes: ability to respond to increasing & changing caseloads & workloads with existing staff & current work processes.
- Recruiting & Retaining Diverse Staff & Developing the Next Generation of Court Leaders: Includes: maintaining a competent and diverse staff; succession planning.
- Maintaining & Improving Court Facilities, Space, Security, & Parking.
- Working with Partners to Improve & Expand Prevention, Treatment, and Other Services: Includes: ability to improve & expand court approved diversion, rehabilitation, treatment, and community outreach programs.
- Maintaining a Positive Public Image: Includes: building public trust & confidence; positive media coverage.
- Other/Miscellaneous: Includes: enforcing court orders; affects of changing legislation and mandates; court consolidation; declining economy & other social issues; inexperienced bench; increasing accountability of court staff; adequate allocation of resources to all parts of the system.

# Attachment H:

## Summary of Retreat Feedback

### JUSTICE 2030 RETREAT: COURT-COMMUNITY STRATEGIC PLANNING CONFERENCE

*NOVEMBER 4, 2010*

#### *Summary of Feedback*

1. **Overall, I thought the Justice 2030 Retreat was ... (circle one)**

Excellent	Very Good	Good	Fair	Poor
5	4	3	2	1
(n=40)	(n=21)	(n=4)	(n=1)	(n=0)
<u>61%</u>	<u>32%</u>	<u>6%</u>	<u>2%</u>	<u>0%</u>

**Comments:**

1. This is an amazing way to build unity, and agreements on matters of importance within our court system.
2. Excellent! Great implementable information.
3. Other counties should be doing this! Coconino shows great leadership in this area.
4. Great participation, well-organized, thoughtfully recognize all involved (felt invited, welcome)!
5. Very well run.
6. Well thought out, great mix of folks.
7. Very enlightening to hear all the common goals.
8. So very well organized!
9. Could be longer – or maybe a weekend.
10. Excellent participation from courts, bar, community.
11. Good ideas, dialogue, & facilitation in smaller break-out groups.
12. Well organized, well-facilitated.
13. Excellent process, facilitators and participants.
14. Great facilities & facilitators.
15. Great pace & facilitation, space was good.

## 2. What was most valuable to you? Why?

1. The unity – we can accomplish much by staying together.
2. It was all immensely valuable.
3. Hearing the commonalities among the various breakout groups.
4. Late small group & Dots.
5. Wonderful break-out sessions.
6. Small groups – great discussions. Also liked the Best Practices + Trends – Good to have written accomplishments to not duplicate.
7. Learning – Participating.
8. The ideas from different individuals not directly working for the courts.
9. The chance to be heard in small group breakout sessions.
10. Hearing ideas re improvements & working with others.
11. Community stakeholders coming together in a facilitated productive way.
12. Hearing from community members on their ideas.
13. Group discussion – hearing so many perspectives.
14. Broad input – diverse attendees.
15. Sm group sessions – great ideas - & everyone willing to share ideas.
16. Exchange of ideas w/ all participants.
17. Hearing diversity of opinions.
18. Discussion of specific projects – DOTS!
19. Each part worked well to move us forward. The location was excellent for access.
20. Small break out groups.
21. Communication w/ others – NAV, AOC, ADTI, OT.
22. As a community member invitee, witnessing the devotion & commitment for our judicial system employees & participants.
23. Interaction with others, exchange of ideas, future application.
24. Communicating with others.
25. Listen to ideas & knowing there is lots of consensus.
26. Preparing for the future trends.
27. Small group discussions. Why? Specificity of ideas and rich discussion.
28. Getting diversity in input and solutions.
29. The conversation involving diverse stake holders.
30. It was good to be able to hear the different perspectives brought by the wide variety of participants.
31. Thinking outside the box with those that are outside the court.
32. The process, (I'm working on a strategic plan for my organization), hearing other's ideas, thinking far into the future (perhaps just after elections not the most uplifting time to think about the future...). Also, discussions, but also the “pick 5” approach.
33. The proactive nature of the program.
34. Meeting people and talking about shared issues & collaborative solutions.
35. Small group meetings, hearing other people's ideas.
36. Breakout sessions, time for brainstorming.
37. Best practices already in place.
38. As someone from the “administrative” side of things it was very helpful to get a



- better understanding of the Court Operations.
39. The range of expertise & perspective represented in each group.
  40. Review of accomplishments & ID of new priorities.
  41. Interaction with broad array of interested parties – enhanced perspective opportunity to represent victims.
  42. 5 yr projects.
  43. The small group discussions were well organized & very to the point – gave meaning to exercise.
  44. Break out sessions.
  45. Breakout discussions – hearing what others had to say about what they saw as important (cross fertilization of ideas).
  46. Sharing ideas – broadens knowledge.
  47. Hearing the ideas and concerns from a variety of people from the courts, attorneys and the community.
  48. Small groups, similarities in grp priorities, Cty overview.
  49. Getting info from participants.
  50. Networking with other professionals & hearing their ideas.
  51. Identification of most important issues/projects.
  52. Discussion on where we see the court in 2030. Because it gave insight on where we hope the system will go.
  53. Reporting out group – hear different ideas.
  54. Fresh ideas.
  55. The exposure to so many different ideas AND the similarities of those ideas/concerns. Nice to see we are (for the most part) on the same page.
  56. Stakeholder interaction & small group exercises.
  57. Trend data – helps to foresee future possibilities.
  58. Update & remolding/fine tuning opportunity; direction for future.
  59. Meeting colleagues to discuss common issues.
  60. Sharing new ideas & giving admin/judges new options.
  61. Individual groups & ideas.
  62. The survey information for trend data. The small groups – I think we all had similar conversations about trends, etc.

3. **What was least valuable to you? Why?**

1. It was all good.
2. Not applicable.
3. Not sure we digested the morning breakout information before launching into the afternoon breakout. A more distinct list of vision items might have better linked the brainstorming of project to goals needing to be addressed.
4. Morning group.
5. Brownies – cookies N/A.
6. Some reports back were not succinct – maybe consider designating people to report back that are succinct and articulate and most comfortable with speaking in large groups. (Why?) Some times not realistic.
7. Everything was valuable.

8. Survey results – not very representative.
  9. Can't think of any.
  10. Lunch – hard on a diet – just kidding!
  11. Where we see the future (unrelated to courts).
  12. Some of the black and white and font size. Really hard to see.
  13. ?? Unsure.
  14. Cookies.
  15. Nothing.
  16. Time spent on survey – perhaps could be delivered ahead of time electronically to participants. Then simply highlight a few key points.
  17. I was frustrated by the inarticulateness of the representative chosen to report the small group ideas. He couldn't communicate clearly the ideas but he himself suggested and failed completely to communicate the other important, good ideas we discussed.
  18. Wished the agency name was included on name tents & nametag.
  19. N/A
  20. We should have discussed the best practices already in place more – so we don't re-create projects already in place & known to work.
  21. The 2<sup>nd</sup> small group – individuals were mixed up into diff. groups – while great for networking – I had difficulty in adding value with no experience w/ topic area.
  22. ?
  23. Initial comments – just get right to it!
  24. Sweet snacks during breaks – don't need 'em.
  25. N/A
  26. All was valuable.
  27. Reviewing the demographic paperwork.
  28. N/A
  29. Community outreach projects & groups (not a group for me).
  30. The large group discussion recapping small group discussions – tried to cram too much recap into a small amount of time.
4. **How effective was the retreat format (i.e. mix of large and small group discussions, small group discussion questions) in accomplishing the stated outcomes? (Circle one)**

Extremely Effective	Very Effective	Effective	Somewhat Effective	Not at all Effective
5	4	3	2	1
(n=27)	(n=31)	(n=6)	(n=2)	(n=0)
<u>41%</u>	<u>47%</u>	<u>9%</u>	<u>3%</u>	<u>0%</u>

**Comments:**

1. Couldn't have been more effective.
2. It's all about the dots...
3. Excellent format.
4. More time for small groups (esp 1<sup>st</sup> one).

5. Small groups are very effective.
6. Having small break out groups.
7. Especially appreciated morning break-out group of fellow community participants.
8. Good mix.
9. See my comment above: a productive afternoon session was wasted thanks to the poor presentation of our overbearing but inarticulate representative.
10. The small group discussions were a little too short.
11. Small group discussions were too short to fully explore subjects.
12. Good combination of large & small discussion.
13. Great small group discussions.
14. Very quick but good given the time.
15. Not enough time to present/digest issues in small groups.
16. Good mix Homogenous & Heterogenous. Assignments are good, allowing self selection would be a mess.
17. Esp. given time constraints.
18. Everyone had the ability to be heard and collaborate
19. Challenging in short time to have value based discussions in large groups... More specifically morning groups, afternoon groups were fast & efficient and appropriate for the subject.
20. The individuals were a good choice – decisive & professional.
21. The small groups were more productive.

5. **How effective are these types of meetings in involving external stakeholders and partners in the Courts' strategic planning process? (Circle one)**

Extremely Effective	Very Effective	Effective	Somewhat Effective	Not at all Effective
5	4	3	2	1
(n=31)	(n=24)	(n=7)	(n=2)	(n=0)
<u>48%</u>	<u>38%</u>	<u>11%</u>	<u>3%</u>	<u>0%</u>

**Comments:**

1. Great variety of participants.
2. Not certain stakeholders in attendance are truly representative of all stakeholders but some are better than none.
3. Not enough time to hear adequately all diverse stakeholders.
4. But the group was not very representative of the co. – involve youth, rez, ex-offenders.
5. Good to hear all perspectives!
6. So that different groups can share ideas.
7. Important.
8. We can't complain if we didn't participate...
9. As an external stakeholder, I feel this has been extremely effective.
10. Bring in more people representing the rural areas.
11. When were the "customers" end users.
12. Could give more opportunity to external folks to be heard by majority (which is court

staff).

13. Helps external stakeholders understand problems & concerns of “insiders.”
14. What about including a sample of “users,” no insight from the public on their issues.
15. A broader perspective is always valuable.
16. We could get more done with a longer session.

6. **How useful were the retreat materials and handouts? (Circle one)**

Extremely Useful 5 (n=19) <u>30%</u>	Very Useful 4 (n=28) <u>44%</u>	Useful 3 (n=14) <u>22%</u>	Somewhat Useful 2 (n=2) <u>3%</u>	Not at all Useful 1 (n=0) <u>0%</u>
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**Comments:**

1. Very comprehensive – took a lot of work to put together, thanks.
2. Very thoughtful + comprehensive.
3. Executive summary of survey recommended.
4. It is difficult to process them quickly here – info ahead of time is useful if it is fairly brief and organized.
5. Some of the material would have been more useful if we had them prior to the conference.
6. Perhaps there is a way to put some of it in e-mail beforehand, to reduce paper?
7. Very well organized.
8. Hand outs in advance would have been good.
9. Not enough time to read/review in advance.

7. **How effective was the retreat facilitator? (Circle one)**

Extremely Effective 5 (n=33) <u>52%</u>	Very Effective 4 (n=28) <u>44%</u>	Effective 3 (n=0) <u>0%</u>	Somewhat Effective 2 (n=2) <u>3%</u>	Not at all Effective 1 (n=0) <u>0%</u>
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**Comments:**

1. As this retreat repeats each time, it runs more smoothly and dependence on the facilitator is reduced. It’s more or less a repeatable process by now.
2. Cool use of dots. Nice briefing for facilitators.
3. She is enthusiastic & kept us on track.
4. Great attitude and ran a good “ship.”
5. Effective!
6. Kept everything on-track and framed the issues well.
7. Very comfortable.
8. Very good – kept things going.

**8. How would you like to be involved in implementing the Courts' Strategic Plan?**

1. Directly involved with implementing specific strategies.
2. Help translate your priorities into statewide planning process, where they cross court/county lines.
3. Systems study/efficiencies; Help w/ ongoing community conversations/focus groups; Help w/ CC Citizens Academy to help educate public about courts; Partner w/ future trend development, more detailed scenario plan; Partner on leadership development/prof. develop.
4. Same way – large retreat like today's.
5. IT.
6. In any way desired – especially pro bono efforts.
7. I'd like to work to involve NAU & students in training navigators & assistants
8. Will be utilizing where possible.
9. As a court employee, I think we have to be truly invested in these strategic areas to keep the ongoing success. I would like to help in any way needed.
10. By doing "whatever" to assist – volunteer work, committee, etc. Need to state needs out to the group.
11. I would like to be more involved – to improve my own job.
12. Plan the court information booth.
13. In any way I can be useful..
14. Committee work for individual process?
15. As needed.
16. Any way I can.
17. Youth internships.
18. Not sure. Hopefully informing colleagues based upon the information I learned today.
19. DNA (legal aid) is always interested in ways to increase access to the courts. Also, since DNA is based on the Navajo & Hopi reservations, we may have good contacts for cooperating/collaborating with those communities.
20. Supporting, as I can, from my position within the AOC.
21. I would be glad to participate as needed.
22. Would be happy to participate in a follow-up committee – specifically in Admin or operations areas. \*Specific interest in Ombudsmen/Navigator concept.
23. Through input & implementation of facility-based solutions.
24. Would like to represent victims in the discussion.
25. At my own agency.
26. Already am.
27. Continue to get updates and possibly emails on tasks completed or continuous information on the progress of projects.
28. Specialty courts, community input and collaboration.
29. N/A
30. As public member of CJCC I could best help with community outreach.
31. Giving input on things that are about to happen.
32. Continue to be a part of the feedback and helping with final plan where I can.
33. I like brainstorming ideas.

**9. Other Comments/Recommendations:**

1. Thanks to all who made this happen.
2. Thanks for inviting me!
3. The 1<sup>st</sup> breakout was too short. There are too many differences between what is likely and what we want and conflicts of opinions of both.
4. Keep having these events!
5. Thanks Gary & Great work Court Management Committee
6. Great job to all who helped in delivering this session!
7. Well done! Thanks.
8. Keep up the project – Great info sharing & new ideas (brain storming)
9. Very well done. Professional.
10. One paragraph ahead of time from attendees listing our top 3 concerns & possible solutions.
11. Great conference! Thanks for inviting me.
12. Great process.
13. Less time on summarizing discussion by spokespersons.
14. Well done by all.
15. I would have liked to see more diversity represented; there were few folks from the local tribes and other minorities.
16. See you in 2015!
17. Thank you for the opportunity! I had a great time!
18. Well done, valuable consideration of serious issues. Appreciate the long view AND narrowing back to the 3-5 yr. timeline.
19. Technology is a tool – only
20. Very well run & organized!!
21. Have small group facilitators & note takers – they were far too busy writing to facilitate the discussions.
22. N/A
23. Nice facilities, good food, very organized, very well done.
24. Appreciated being included – as an active community member this helps me get the word out to small business owners, family & friends in the community as well as being able to share with member of other Boards I sit on.
25. Thank you! Time w/ small groups felt a little crunched.
26. Need to stay on time, add more time to complete sections or stick to the schedule.
27. Do the decisions today correlate with CJCC and the County SPA – Public Safety.
28. Facility was ok.
29. There seems to be a lot of redundancy between this event, CJCC, and the county strategic priority team for public safety.